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DEFENSE CONTRACT MANAGEMENT COMMAND
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IN REPLY
REFER TO **AQOJ**

DEC 23 1996

**MEMORANDUM FOR COMMANDERS, DEFENSE CONTRACT MANAGEMENT
DISTRICTS
COMMANDERS, DCMC CONTRACT ADMINISTRATION
OFFICES**

SUBJECT: Field Comment of Draft One Book Chapters

Our efforts at reengineering the DCMC One Book have been underway for some time, and we are now posting draft chapters on the DCMC Homepage for field review and comment.

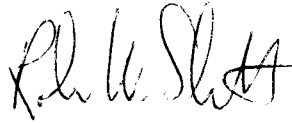
Attached is the new Table of Contents and the standard chapter format used by the Rewrite Team. Drafts of the individual chapters will be available for comment until **January 10, 1997**. At that time, all comments will be forwarded to the HQ DCMC policy owner for consideration. The chapters will then undergo final editorial review prior to the formal policy coordination and approval process.

What you need to know about the comment process:

- a. Chapters will be posted for comment until January 10, 1997 under "Reference Information to Download." By using the Comment Form shown after the Table of Contents, your comments will be transmitted electronically to HQ DCMC. Individual comments are welcome; please identify any comments summarized by a field activity.
- b. Review the standard chapter format and relate your comments to a specific area for improvement. Categorize your comment as "Major," "Minor" or "Editorial." "Editorial" comments concern punctuation, grammar, etc. "Major" comments are those which substantially affect the content of the draft. "Minor" comments are those areas which may require additional explanation or clarification. Be as specific as possible.
- c. The links shown in the chapters have not been activated for this comment period. They will be tested and active for the spring publication cycle.
- d. Remember that the One Book is POLICY, not procedures. Procedures ("how to do something") will be put into guidebooks for each process requiring detailed instructions. If you have developed guidebooks which you think may be helpful to other offices, please forward a copy to AQOJ for consideration.



The success of our efforts depends largely on your comments. You are asked to ensure that all your personnel are given maximum opportunity to review and comment on the draft chapters. If you have any questions or require additional information, please contact Ms. Kathy Zalonis at (703) 767-2365 or DSN 427-2365 or Ms. Carol Collins at (703) 767-2352 or DSN 427-2352.



ROBERT W. SCHMITT
Deputy Executive Director
Contract Management Policy

Attachment

cc:

DLA Council of AFGE Locals
(Mr. Lakis)

CAHS

One Book Information Structure

DCMC's Doctrine and Guiding Principles

Operational Concepts and Programs

- PROCAS
- Risk Assessment
- Contingency Contracting
- SPI
- IPT

Scope and Design

- General Information (config control)
- How to Use the One Book

Glossary

Doing the Mission

Right Advice

- Acquisition Support
 - Early CAS
 - RFP Development
 - Acquisition Strategy Panels
 - Source Selections
 - Industrial Analysis Program
 - Sole Source Preaward Teaming
- Contractor Information
 - Ethics and Improper Business Practices
 - Contractor Performance Measurement
 - Accounting System Reviews
 - Subcontracting Plans
 - Preaward Surveys

Right Item

- Product Development
 - Engineering Design and Development
 - Test Evaluation and Management
 - Software Development Surveillance
 - Navy Special Emphasis Programs
 - Non Nuclear Nondestructive Testing
 - NASA Support

- Production Assurance
 - Product and Manufacturing Assurance
 - Packaging
 - Flight Operations
- Product Configuration
 - Configuration Management
 - Parts Control Program
 - Value Engineering
 - Technical Data
 - Reliability and Maintainability
- Product Support
 - GIDEP
 - First Articles
 - Provisioning and ILS
 - Safety
 - Environmental Support Program

Right Time

- On Time Delivery [##Link to Product and Mfg Assurance##](#)
- Transportation Management
 - Contractor Traffic Management
 - Customs and Duties
 - Shipment Processing, Review and Cost Analysis

Right Price

- Pricing Systems
 - Forward Pricing Rate Agreements
 - Consent to Subcontract
 - Should Cost Reviews
 - Cost Accounting Standards
 - Field Pricing Support
 - Price Negotiations
 - Disputes and Appeals
- Financial Services
 - Monitoring Costs
 - Notice of Intent to Disallow Costs
 - Defective Pricing
 - Travel by Contractor Personnel
- Financial Systems Review
 - Contractor Purchasing System Reviews
 - Contractor Insurance/Pension Reviews
 - Contractor Estimating Systems
 - Material Management and Accounting Systems
 - Contract Audit Follow Up

- Contractor Financing and Payment
 - Advance Payments
 - Progress Payments
 - Performance Based Payments
 - Public Vouchers
 - Voluntary Refunds
- Property
 - Plant Clearance
 - Facility Contracts
 - Loss, Damage or Destruction of Govt Property
 - Property Control System Analysis

Right Customer Reception

- Customer Satisfaction
- Customer Support Network
- Customer Liaison Representative
- Program Integration
- Customer Returns

Right Efficiency

- Planning
 - Contract Receipt, Review and Postaward
 - Types of Contracts
 - Industrial Security
- Business Reorganizations
 - Novations and Change of Name Agreements
 - Contractor Restructuring Associated with a Business Combination
 - Contract Administration Responsibility Transfer
- Final Actions
 - Terminations for Convenience
 - Contract Closeout and Final Payments
 - Patents and Royalties
 - Final Overhead Rates

Right Talent

- Corporate Training Strategy
- Needs Assessment
- Training Development and Management
- Selection, Appointment and Termination of Appointed Officers

Managing the Business

Resource Management

Reimbursable Business

Reimbursable Business Development

Reimbursable Contract Administration Services

Management Control and Assessment Processes

1. Part XX Chapter XX: Title

Essential elements include:

- A. Title of the chapter. Our naming convention says you should put the key word first followed by any modifiers. For instance, “Contract Administration Functions Performed on a Reimbursable Basis” is not a good choice because it starts with a word(s) that could be common to almost every chapter title. “Reimbursable Contract Administration Functions” or “Reimbursable Functions - Contract Administration” are better choices.
- B. Date the chapter was last revised.

2. This chapter is about...

Essential elements include:

- A. A very brief summary of what the chapter covers. Like a mission statement - we do this (process) to achieve that (product).
- The product(s) that the process (chapter) produces. [Products = Outputs]
 - A synopsis of the process detailed in the chapter (and in the next paragraph).

3. We do this because:

Essential elements include:

- A. Short, general explanation of why this process is done.
- Include what value we add during the execution of the process.
 - How this benefits the customers for the product of the process.
- B. The Top Metric (7 “Rights”) that the product of this chapter/process influences - e.g., Right Advice - Participation in ASPs and RFP Development, Right Time - On Time Contractor.
- Include the “feeder” metrics that support the Top Metrics (“Rights”) or
 - Other metrics used by the process owners/champions/users to control the process. (If using “other metrics”, Ms. Pettibone wants justification and review to avoid proliferation of metrics.)

4. DCMC’s policy:

Essential elements include:

- A. A clear statement of DCMC’s policy on this process..state how our policy further narrows/restricts/implements statutory or regulatory requirements. Do not restate the statutory requirements. Example: “It is our policy that all DCMC personnel will seek out opportunities for Early CAS and support customer requests for DCMC involvement in preaward activities.”
- Within the narrative, emphasize PROCAS involvement: teaming and sharing of information
 - Within the narrative, address need for Risk Assessment during the process

5. The process and who is responsible.

Essential elements include:

- Process inputs - what feeds the front end of the process - e.g., we take a request for information and turn it into a report that... Inputs are consumed, or transformed, by the process.
- The “sub-processes” that make up the overall (chapter) process - e.g., producing a report requires 1) gathering of information, 2) analyzing that information, 3) physically preparing the document that captures the information in the report, 4) communicating the report to the customer.
- Process mechanisms - those things that we use to accomplish the process - e.g., could be a type of analysis, a questionnaire, a form, a meeting, etc. Mechanisms are those things that are used to transform the inputs into the process outputs (product(s)). They typically include people, machines, existing systems, other resources.
- Process controls - those things that bound the latitude with which we can operate in producing something; constrain what the process does/can do - e.g., could be regulations, policy, resources, command guidance, etc. Controls regulate the transformation of inputs into outputs by governing which form of output is produced, or how or when it is produced.
 - Statutory and Regulatory Requirements: References which mandate our actions (FAR, DFARS, DoDD). Information consists of numeric locator and title only. Example: FAR 9.106 Preaward Surveys.
- Process Flowchart:
 - Use same flowcharts as in present One Book
 - Software is PowerPoint.
- Who does what and when they do it. [Use flowchart block titles for paragraph titles]
 - Use the steps defined in the flowchart.
 - Identify opportunities for teaming and sharing information.
 - Identify critical areas for risk assessment and recommend appropriate upward/downward adjustments.

6. Additional process information

Essential elements include:

- What is the form of the additional information (e.g., guidebook, lessons learned, experts, etc.)
List individual links in most general to specific order:
 - a. DoD Directives
 - b. DLA/DCMC directives, guidebooks, Process Improvement Network, Business Plan, Metric Guidebook

7. Competencies/certifications required to execute this process:

Essential elements include:

- Training or competency requirements [Link to matrix of competencies for this process]
 - Title
 - Frequency (how often or within the last ? time period)
- Certifications [use for situations such as commodity specific inspections or requiring a warranted individual]
 - Title
 - Frequency (how often must the certification be updated)

8. PLAS reporting code:

[PLAS point of count:]

[The help screen of PLAS could incorporate other examples of the taskings that are typical of the PLAS category.]

9. The Process Owner at DCMC Headquarters:

Essential elements include: [Use office code instead of name]

- Office symbol
- Phone number
- Fax number
- E-mail address